



RUSAL

PROFIT FROM INTELLECT OR RUSAL'S CORPORATE UNIVERSITY

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HR

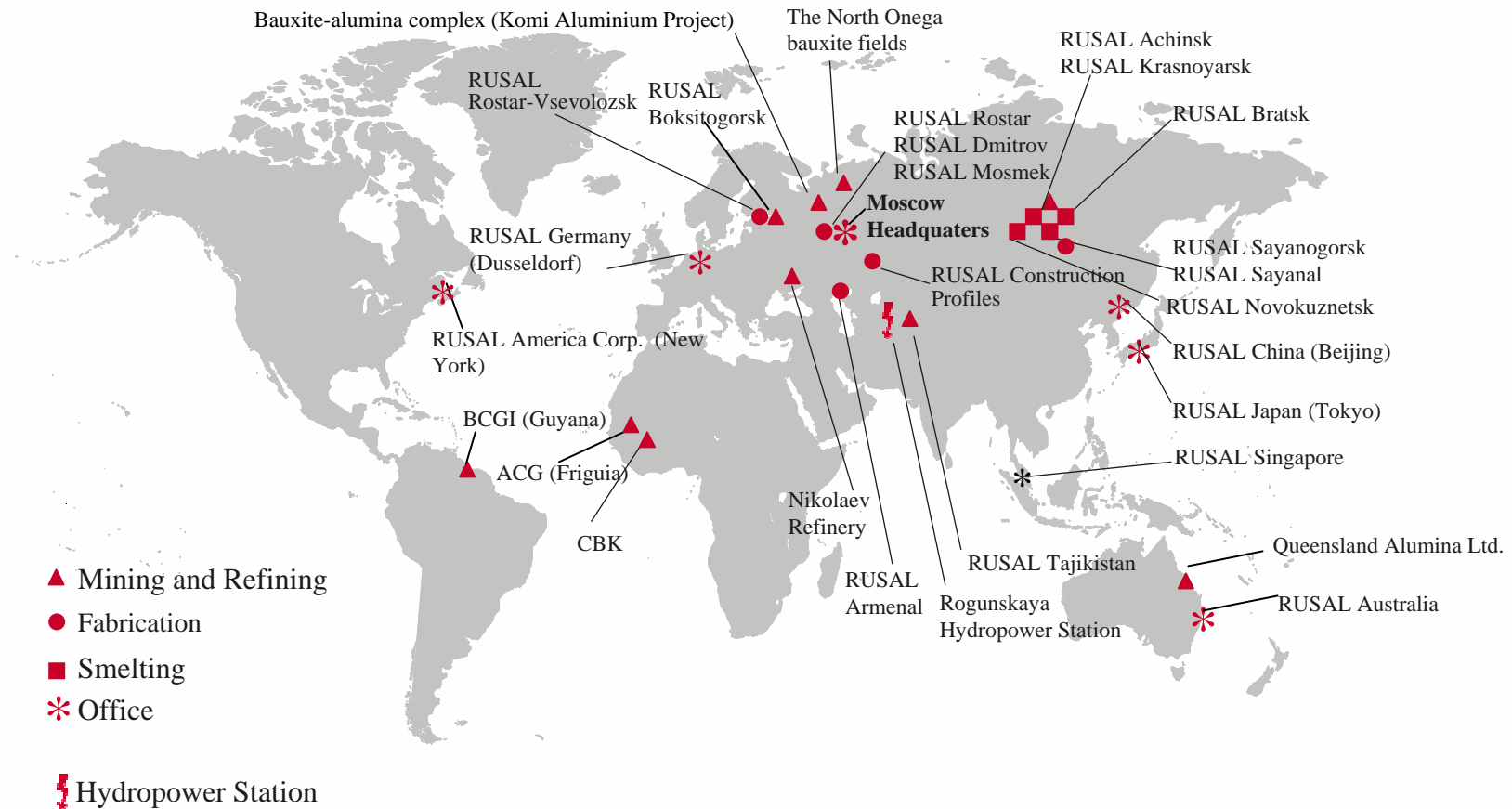
Candidates For Business & Reform of
Educational System
7 December, 2005



RUSAL Today...



We are present in 9 Russia's regions and 12 foreign countries. Our products are shipped to customers in 40 countries of the world. RUSAL's total headcount is 50,000 people



General and Corporate Requirements



- Globalisation, higher mobility and decentralisation lead us to realise that education has to be accessible always and to everyone (global access to expert knowledge)
- Focus on permanent education and individual professional development
- More complicated objectives of personnel require more efficient training and education
- Optimisation of costs – an important requirements
- Knowledge and competences are a decisive factor in today's world
- RUSAL's strategy of development creates a good climate allowing to achieve our goals
- Guarantee stability of business and corporate culture by means of using single set of approaches applicable to management of business
- Requirement to find, accumulate and transfer corporate knowledge including everything new and unconventional for RUSAL
- A single concept of personnel training no matter what plant, office or position

Objectives of Education & Development



The system of corporate education has to develop the whole company not just some of its employees

Corporate Education is:

- Meeting the needs for education in line with Company's strategic goals
- Key process to manage efficiency of work and also to distribute knowledge across the Company

In the future: go from the concept of corporate education to the concept of knowledge management



Why The Corporate University?

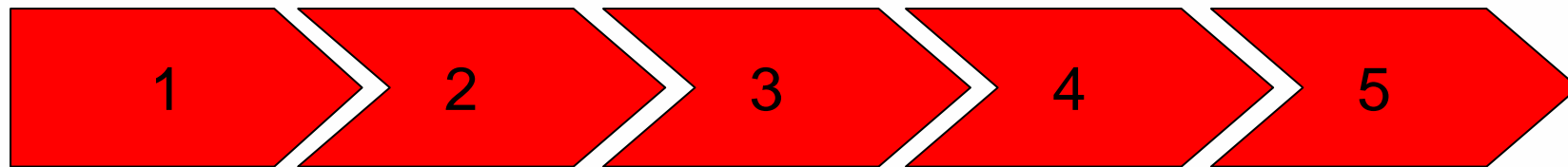
What We Have:

- RUSAL has almost all components of the system
- There is no planning of future competences and requirements...
- Claims concerning the quality of personnel training and development

What We Need:

- A clear explanation of objectives of education and personnel development in line with Company's requirements and needs
- An efficient and clear process encompassing all the components
- Access to training programmes and courses which implies mandatory participation in these programmes and course
- Training and education of an employee means necessarily that there must be a sponsor involved in the process
- Mutual responsibility for the results: employee and his/her superior
- Formalisation of procedures where IT are involved

Five Levels of Education



- Vocational Guidance
- Professional Technical Education
- Higher Education
- Qualification Upgrade
- Individual Educational Programmes & Courses



Focus on a Student's Future Professional Activity (Vocational Guidance)



Children have formed area committees in 6 regions: this develops their proactive involvement and participation in social life and social & community work



Focus on a Student's Future Professional Activity (Vocational Guidance)



Corporate Summer Camp for Children which offers an interesting skill-developing programme 'Expedition to Planet RUSAL' (2,800 children aged from 7 to 15 in 2005)



Focus on a Student's Future Professional Activity (Vocational Guidance)



RUSAL now has started to implement the principle of continuous vocational guidance:

- Beginning at early stage: high school (special, profession-oriented class groups)
- Then, in institute or university + internship at production sites
- Finally, employment by RUSAL

PROBLEMS

- Not in line with corporate requirements; no single and standard educational programmes to teach and train key people
- A worker comes to his workplace basically having absolutely no skills nor knowledge
- Everything depends on who this worker will work with (who will be his/her supervisor)
- There are no single criteria or standard set of requirements to corporate education



SOLUTION

- Development and approval by Rostekhnadzor (Russian Supreme Committee for Technical Developments and Works) of a single standard course to train key specialists, also in the light of RUSAL's corporate requirements
- We train and educate using our own resources: our own pool of teachers and coaches, own facilities, aids and classrooms
- We have a 'corporate professional minimal set of skills and knowledge' which a person can learnt electronically on his/her own
- We have a programme for selection and training of coaches who will further educate our staff at production sites



Higher Education

- ‘Back-up Resources from Outside Company’ Project is a programme of systematic preparation of RUSAL’s future staff
- Based on intensive cooperation between RUSAL and leading specialty institutes in Krasnoyarsk, Irkutsk, etc.
- Key objective – prepare high-qualified manpower who will meet requirements of both RUSAL’s business climate and corporate culture



Skills & Qualification Upgrade

- improving professional knowledge and management skills
- teaching foreign languages
- materialising R&D potential
- MBA degree



Skills & Qualification Upgrade

Standard of RUSAL's Manager is a modular and systematic programme focused on generating manager's culture (Leadership in Changes) and boosting the growth of professional awareness and qualification of middle-managers



Skills & Qualification Upgrade



‘Leadership in Changes’ – this is a manager’s culture based on principles of leadership, partnership, flexibility, readiness to a dialog and changes



Use All Available Means and Tools...

- Own training centre on each production site
- Distance learning system – 120 educational courses and programmes
- Rotation programme, traineeships and succession plans
- RUSAL's Professionals Award
- Participation in projects aimed at development and implementation of RUSAL Business Systems
- Functional academies (HR, finance and other)
- Project management
- RBS Institute for Corporate education



Yearning To Grow...



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